

DCS BUSINESS PROCESS

Process Description

Prepared by: DCS Office of Information Systems



DCS Business Process Description Document

Prepared by:

**Department of Children's Services
Office of Information Systems**

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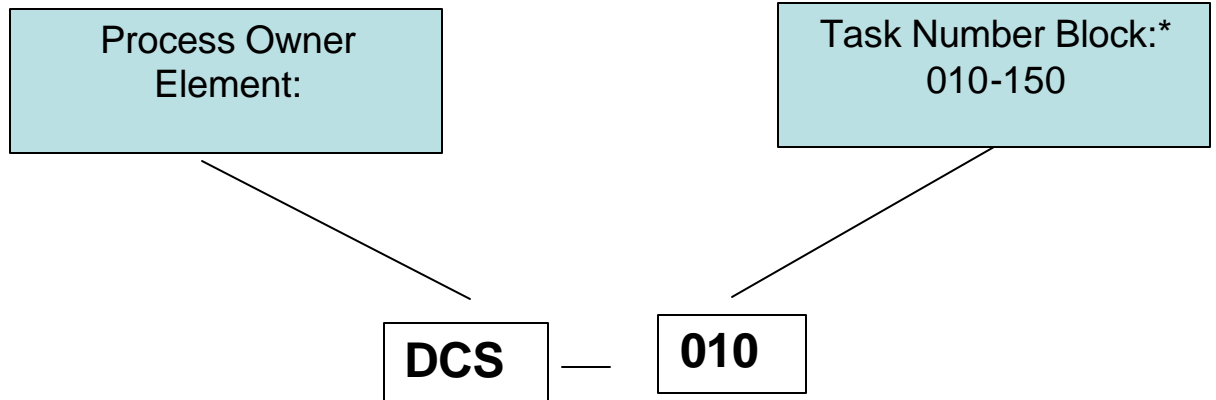
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Process Element Definitions

Task: A unit of work to be completed that is part of the overall process.

Task naming convention:



Task Owner: Indicates the person/group that is responsible for performing the task.

Participants: Individuals and organizations that are actively involved in the process/task, or whose interests may be positively or negatively affected as a result of process execution or process completion.

Inputs: Entry information used specifically to assist in accomplishing the task for which it is aligned. The same input might be applied to multiple tasks.

Performance Metric: A quantitative measurement to assess the task's success.

Performance Steps: The series of steps necessary to accomplish the given task in such manner that it meets the performance metric provided.

Outputs/Deliverables: The deliverables produced from performing the given task using the input information, standard and performance steps to accomplish the outcome. An output might feed several inputs.

DCS BUSINESS PROCESS

Process Description

Prepared by: DCS Office of Information Systems



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Process Name :

DCS Business Process

Process Owner:

Dr. Viola Miller, Commissioner
Department of Children's Services

The DCS Business Process is a high-level representation of the flow of activity involved from the time a child and family come to the attention of DCS, through assessment, permanency planning and service delivery, until safety, well-being and permanency have been achieved for the child with no further need for intervention / involvement by DCS. This process serves as an outline for defining where each identified sub-process fits into the grand scheme of the overall business and where the touch/ transition points between processes occur.

Sub Processes:

Central Intake
Court Intake (Juvenile Justice, In Home Services, Out of Home Services, FCIP)
ICPC/ICJ (Incoming)
CPS Investigation
Assessment
On-going Assessment/Case Planning
On-going Family Services

- In Home Services
- Out of Home Services
- Adoption
- Child Placement
- Interdependent Living
- ICPC/ICJ (Outgoing)

Process Participants:

Central Intake Specialists, Central Intake Shift Supervisors, CPS Investigators and Team Leaders, Assessment Workers and Team Leaders, Family Service Workers and Team Leaders, members of the Child and Family Team, Child and Family

DCS BUSINESS PROCESS

Process Description

Prepared by: DCS Office of Information Systems



Reviews, Assessment, Audit:

DCS Evaluation & Monitoring (E&M) will provide focus on child and family status and practice performance. It measures effectiveness and asks if DCS is doing all that it could / should be doing to provide for timely and positive outcomes for children and families, and, if so, is DCS doing it as well as it could / should. The Quality Service Review (QSR) can also provide information on the effectiveness of services provided by our partners in the medical, behavioral health, and education fields as well as an understanding of some of the barriers to the effectiveness of those services. In addition, the QSR can shed light on the effectiveness and the barriers to effectiveness of our private provider network as they strive to meet the needs of our children and their families.

E&M can do all of this because the E&M Reviewer is able to fully explore these questions through the review of state and regional data, the review of case file documentation, two full days (per case reviewed) of discussions with workers, supervisors, and key external stakeholders, and the review of data gleaned from several one-to-two hour focus groups. Given the depth and breadth of the E&M Reviews, DCS will be better equipped to understand and assess not only the effectiveness, but also the efficiency of processes and practices relative to goal achievement and outcome enhancement.

DCS BUSINESS PROCESS

Process Description

Prepared by: DCS Office of Information Systems



Task (DCS-010): Central Intake

Task Owner: Central Intake Specialist and Shift Supervisor

Participants: Central Intake Specialist, Shift Supervisor

Inputs: A person (referent) contacts the Central Intake Hotline to report child abuse/neglect.

Performance Metric: Central Intake will maximize the number of incoming calls processed (per shift, per day, per week, etc) and minimize the number of calls dropped. Accuracy of screening will also be measured to ensure that appropriate screening decisions are being made at this point in the process.

Performance Steps:

1. Referral call is made to Central Intake Hotline. Central Intake Hotline is available to receive calls 24 hours a day, 7 days a week.
2. Using an approved screening tool**, Central Intake will make a multiple response determination on the referral. Multiple Response options are: Resource Linkage, Investigation, and MRS Assessment.
3. The information gathered at intake will be the basis for the beginning of the Functional Assessment
4. Professional referents (doctors, law enforcement, teachers, etc.) will be provided with the ability to record a referral via Internet interface and submit the referral directly to Central Intake for screening.
5. *Refer to Central Intake Business Process Map and Process Description Document for specific, detailed description of the tasks, performance steps and participants involved in receiving call, documenting information and screening the referral.*

****Tool to be determined**

Outputs/Deliverables:

- All calls/reports get a response: Resource Linkage, Investigation, MRS Assessment, or No Services Needed
- Begin functional assessment

Task (DCS-020): Resource Linkage

Task Owner: Central Intake Specialist, Central Intake Shift Supervisor

DCS BUSINESS PROCESS

Process Description

Prepared by: DCS Office of Information Systems



Participants: Central Intake Specialist, Central Intake Shift Supervisor

Inputs: A referral is received by Central Intake that is identified as a referral that meets the criteria for Resource Linkage.

Performance Metric: As part of multiple response, DCS will work to increase the number of children and families for whom safety and permanency can be achieved and maintained through the utilization of community-based resources.

Performance Steps:

1. If DCS Central Intake determines that the appropriate level of intervention is Resource Linkage, then DCS may refer the family for preventive community-based public or private services.
2. Families have the option of declining services offered as a result of a report of harm that did not result in an Investigation or Assessment of the child and family.
3. If the family declines the Resource Linkage, the case shall be closed unless the local DCS determines that sufficient cause exists to re-determine the case as one that needs to be investigated or assessed.
4. Any family that declines Resource Linkage services shall be informed that their actions in declining Resource Linkage services may be considered in evaluating any future reports of harm received by DCS.

Outputs/Deliverables:

- DCS Central Intake call is classified as a Resource Linkage call and assigned to the County / Region Community Resource Contact or the call is referred to 211 and closed.

Task (DCS-021): Refer to County / Region Community Resource Contact.

Task Owner: Central Intake Specialist, Central Intake Shift Supervisor

Participants: Central Intake Specialist, Central Intake Shift Supervisor, County / Region Community Resource Contact

Inputs: Central Intake may provide the County / Region Community Resource Contact phone number or may directly connect the caller to the County / Region Community Resource Contact

Performance Metric: As part of multiple response, DCS will work to increase the number of children and families for whom safety and permanency can be achieved and maintained through

DCS BUSINESS PROCESS

Process Description

Prepared by: DCS Office of Information Systems



the utilization of community-based resources.

Performance Steps:

1. Once DCS Central Intake has provided the County / Region Community Resource Contact number or has connected the caller directly with the County / Region Community Resource Contact person, Central Intake's role is ended.
2. The County / Region Community Resource Contact is responsible for linking the caller to the appropriate community resources.

Outputs/Deliverables: DCS Central Intake call is referred to County / Region Community Resource Contact or is directly connected to the County / Region Community Resource Contact.

*****NOTE:** *Each region will be responsible for providing an up-to-date listing of all County / Region Community Resource Contact persons and their contact numbers to Central Intake. This information must be provided in order for Central Intake to be able to process these type calls. Also, it has been noted that both internal and external education of the purpose of Central Intake is needed in order to cut down on the number of 'information only' calls that are received by Central Intake. Central Intake should be used exclusively as a central point of contact for reporting alleged child abuse or neglect and not as a general information provider.*

Task (DCS-022): Region/County Resource Contact Responsible for linking family with Community Services.

Task Owner: County / Region Community Resource Contact

Participants: County Region Resource Contact

Inputs: The County / Region Community Resource Contact refers the family to the appropriate resource.

Performance Metric: As part of multiple response, DCS will work to increase the number of children and families for whom safety and permanency can be achieved and maintained through the utilization of community-based resources

Performance Steps:

1. The County / Region Community Resource Contact is responsible for linking the caller to the appropriate community resources.
2. The County / Region Community Resource Contact documents the resource for which the family is referred.

Outputs/Deliverables: Closed Referral/Intake with documented Resource Linkage.

DCS BUSINESS PROCESS

Process Description

Prepared by: DCS Office of Information Systems



Task (DCS-023): No Services Needed

Task Owner: Central Intake Specialist, Central Intake Shift Supervisor

Participants: Central Intake Specialist, Central Intake Shift Supervisor

Inputs: A referral is received by Central Intake that is identified as a referral that does not meet criteria for services provided by or through DCS.

Performance Metric: Central Intake reports that a substantial number of calls received that amount to 'information only' calls. Since the volume of these calls still requires a significant amount of phone time by the intake specialist, these calls will be logged and given a disposition of 'No Services Needed' in order to account for time spent.

Performance Steps:

1. Intake Specialist determines that call is not a report of child abuse/neglect and is informational only in nature.
2. Intake Specialist assigns a screening decision of 'No Services Needed'
3. Shift Supervisor reviews the referral information and decision and approves it.
4. Referral ends.

Outputs/Deliverables: Closed Referral/Intake with documented Resource Linkage.

Task (DCS-030): Investigation

Task Owner: CPS Investigator

Participants: CPS Investigator, CPS Team Leader, DCS Legal, DCS Central Intake Specialist, and DCS Central Shift Supervisor

Inputs: Intake Specialist has documented all information provided by referent and made an initial screening determination for an Investigation (utilizing an approved screening instrument) and submitted the information to the Shift Supervisor for approval of the screening decision.

Performance Metric: Investigations shall be completed with a finding within 60 days from the date the referral is received by DCS.

Performance Steps:

DCS BUSINESS PROCESS

Process Description

Prepared by: DCS Office of Information Systems



1. *Refer to CPS Investigation Business Process Map and Process Description Document for specific, detailed description of the tasks, performance steps and participants involved.*
2. Once the investigation has been completed, or at such point during the investigation when it becomes clear that on-going services and intervention by DCS will be necessary to ensure the safety and well-being of the child, the CPS Investigator will convene the Child and Family Team and begin the transition for the responsibility of the family case to a Family Services Worker. It can also be determined that services are not needed and family is linked to Community Resources.

Outputs/Deliverables:

- Investigation completed; determination made as to whether on-going services and intervention by DCS are necessary, or, if family can maintain child safety & well-being through linking to community resources.
- Update Functional Assessment

Task (DCS-040): MRS Assessment

Task Owner: Assessment Worker

Participants: Assessment Worker, Assessment Team Leader, DCS Central Intake Specialist, DCS Central Shift Supervisor

Inputs: Intake Specialist has documented all information provided by referent and made an initial screening determination for an Assessment (utilizing an approved screening instrument) and submitted the Intake to the Shift Supervisor for approval of the screening decision. Response Priorities for Assessment referrals will be the same as those used for referrals screened to Investigation.

Performance Metric: Referrals for MRS Assessment must be completed within 45 days of the receipt of the referral (or can be approved for extension for up to 60 days).

Performance Steps:

1. *Refer to MRS Assessment Business Process Map and Process Description Document for specific, detailed description of the tasks, performance steps and participants involved.*
2. Once the assessment has been completed, or at such point during the assessment when it becomes clear that on-going services and intervention by DCS will be necessary to ensure the safety and well-being of the child, the Assessment Worker will convene the Child and

DCS BUSINESS PROCESS

Process Description

Prepared by: DCS Office of Information Systems



Family Team and begin the transition for the responsibility of the family case to a Family Services Worker.

3. However, if during the assessment process, the Assessment Worker and Team Leader determine that child safety, well-being and permanency can be achieved with the provision of short-term services to the child/family, the Assessment Worker can maintain primary case management responsibilities for the family case for a period of up to 90 days from the date of referral. If the short-term services prove unsuccessful, then the family case would need to be transitioned to a Family Service Worker for longer-term services. Can also be referred to Community Resources (inform family of community resource).

Outputs/Deliverables:

- Assessment completed; determination made as to whether on-going services and intervention by DCS are necessary, or, if family can maintain child safety & well-being through linking to community resources.
 - Update Functional Assessment
 - Inform family of community resources
-

Task (DCS-050): Investigation / MRS Assessment indicates need for Services

Task Owner: CPS Investigator /Assessment Worker

Participants: Assessment Worker / CPS Investigator, Child and Family

Inputs: Investigation Results or Assessment indicates that the provision of services is required to ensure the safety of the child and to deter future child maltreatment.

Performance Metric: Investigation must be complete within 60 days of receipt of referral, although determination for need of services can occur before the completion of the investigation. Assessment must be completed within 45 days of the receipt of the referral (or approved extension to 60 days) although the determination of service needs can occur before the completion of the assessment.

Performance Steps:

1. CPS Investigator or Assessment Worker completes Investigation or Assessment (respectively) which indicates that provision of services is required to:
 - a. Ensure the safety of the child, and
 - b. Deter future child maltreatment
2. CFTM may be convened.
3. If the Assessment outcome indicates that the family may be successfully served with short-term services, Assessment Worker will retain responsibility for the case. The

DCS BUSINESS PROCESS

Process Description

Prepared by: DCS Office of Information Systems



Assessment Worker assignment is not intended to exceed 90 days from the initiation of the Investigation or Assessment.

4. Family can also be linked to community-based resources and case closed.

Outputs/Deliverables:

1. Investigation/Assessment completed and determination for service needs is made.
2. Update Functional Assessment

Task (DCS-060): Inform family of community resources

Task Owner: CPS Investigation Worker, Assessment Worker

Participants: CPS Investigation Worker, Assessment Worker

Inputs: The outcome of a CPS Investigation or MRS Assessment indicates the family can be served best through a Resource Linkage.

Performance Metric: As part of multiple response, DCS will work to increase the number of children and families for whom safety and permanency can be achieved and maintained through the utilization of community-based resources.

Performance Steps:

1. If the CPS Investigation Worker or Assessment Worker determines that the appropriate level of intervention is to inform family of community resources, then DCS may refer the family for preventive community-based public or private services.
2. Families have the option of declining services offered as a result of a report of harm that did not result in an Investigation or Assessment of the child and family.
3. If the family declines the community resources, the case shall be closed unless the local DCS determines that sufficient cause exists to re-determine the case as one that needs to be investigated or assessed.
4. Any family that declines community resource shall be informed that their actions in declining community-based services may be considered in evaluating any future reports of harm received by DCS.

Outputs/Deliverables:

- The referral is closed with outcome of being informed of community resources

Task (DCS-070): CFTM / Case Planning/On-Going Assessment

DCS BUSINESS PROCESS

Process Description

Prepared by: DCS Office of Information Systems



Task Owner: Family Service Worker, CPS Investigation Worker, Assessment Worker

Participants: Family Service Worker, CPS Investigation Worker, Assessment Worker, Child and Family

Inputs: Investigation or MRS Assessment has been completed and the outcome indicates that on-going services and intervention from DCS may be necessary to ensure child safety, well-being and permanency, OR

A child/youth is placed on probation with or in the custody of DCS via court referral.

Performance Metric:

Performance Steps:

1. CFTM should be convened as soon as possible once the investigation/assessment has been completed and determination of service needs have been made. *(The Child and Family Team Meeting will be the primary decision-making and case-planning tool used by case management staff in DCS In Home Services and Out of Home Services cases. The CFTM is the forum used to call together, on an ongoing basis a team of committed individuals who will work to strengthen the family and help it craft and monitor the individualized case plan. The CFTM is grounded in the initial and ongoing assessment of safety, risk and progress toward goal achievement.)*
2. Once the Case Plan is in place, services will be provided as indicated in the Assessment and outlined in the Case Plan.
3. For Family Crisis Intervention cases, the determination will be made at this CFTM as to whether the child/family needs to continue receiving services through MRS Assessment, whether the case can be closed with no further intervention from DCS, or, decision to certify the family to juvenile court that resolution of the crisis/issues in the family is not feasible without further intervention by the court.
4. *Refer to Assessment / Case Planning Process Map and Process Description Document for specific, detailed description of the tasks, performance steps and participants involved. CPS Investigator or Assessment Worker will attend the CFTM to share results / outcomes*

Outputs/Deliverables:

-
1. Service/Case Plan
 2. Update Assessment
-

Task (DCS-080): Inform family of community resources

DCS BUSINESS PROCESS

Process Description

Prepared by: DCS Office of Information Systems



Task Owner: Family Service Worker

Participants: Family Service Worker, Child and Family

Inputs: Child and Family Team have identified community-based services from which the child/family can benefit in addition to on-going services provided via DCS.

Performance Metric: As part of multiple response, DCS will work to increase the number of children and families for whom safety and permanency can be achieved and maintained through the utilization of community-based resources.

Performance Steps:

1. Family Service Worker works with family to refer them to, or educate them about, resources and services available to them in the community.

Outputs/Deliverables:

1. Child/family linked with services/resources available in their home community.
2. Update Assessment

Task (DCS-090): Ongoing Family Services

Task Owner: Family Service Worker

Participants: Family Service Worker, Team Leader, Service Providers and other CFT members, DCS Legal, Child and Family

Inputs: Investigation or Assessment has been completed and the outcome indicates that on-going services and intervention from DCS may be necessary to ensure child safety, well-being and permanency,

OR

A child/youth is placed on probation with or in the custody of DCS via court referral,

OR

A child/youth is placed in TN for supervision via ICPC/ICJ.

Services provided during this stage of the process will have been identified and documented on the Service/Case Plan.

DCS BUSINESS PROCESS

Process Description

Prepared by: DCS Office of Information Systems



Performance Metric:

Performance Steps:

1. *For specific tasks and activities involved in the delivery of the following services to children and families, please refer to the process map and document for each specific service:*

*In Home Services
Out of Home Services
Relative Caregiver/Kinship Care
Child Placement
Interdependent Living
Juvenile Justice
ICPC/ICJ
TPR
Adoption/Adoption Assistance*

3. On-going Family Services can consist of one or a combination of several of these service types.
4. The Family Service Worker will maintain regular contact with the child/family and with any service providers to monitor the effectiveness and appropriateness of services being delivered.
5. If at any time the FSW feels that more services are needed, or if changes are needed to the existing Service/Case Plan, a CFT meeting may be convened to discuss any issues or updates to the plan.
6. FSW continues to update the functional assessment throughout the on-going service delivery phase.

Outputs/Deliverables:

1. Services Provided to the child/family
 2. Update functional assessment
-

Task (DCS-100): Subsequent Referral?

Task Owner: Family Service Worker

Participants: Family Service Worker

Inputs: If a subsequent referral occurs, it would be initiated through the Central Intake process or the Court Intake process.

DCS BUSINESS PROCESS

Process Description

Prepared by: DCS Office of Information Systems



Performance Metric:

Performance Steps:

1. Subsequent Referrals will be subject to the same screening / MRS decision process.
2. Subsequent Referrals that meet criteria for Investigation will be forwarded for Investigation. The CPS Investigator will collaborate with the Family Service Worker to complete the Investigation. The FSW will maintain primary responsibility for the case.
3. Subsequent referrals that meet criteria for MRS Assessment will be forwarded to the assigned Family Service Worker who will include new information / allegations as part of the ongoing Assessment. If the new referral contains previously unidentified needs of the family, a CFTM may be convened and Case Plan modified to address any new issues.

Outputs/Deliverables:

1. New Investigation / Assessment.

Task (DCS-110): CFTM : Case Planning / Ongoing Assessment

Task Owner: Family Service Worker

Participants: Family Service Worker, Team Leader, CFT Members, Child & Family
Inputs:

Performance Metric: CFTM should be convened at least quarterly to review and discuss effectiveness of services delivered and family's progress towards permanency. However, a CFTM can, and should be, convened any time a change in services is warranted.

Performance Steps:

1. It will be the responsibility of the Family Service Worker to convene a CFTM per policy minimums or at any time a change in service delivery is warranted (services should stop, new services needed, etc.)
2. *Refer to Assessment / Case Planning Process Map and Process Description Document for specific, detailed description of the tasks, performance steps and participants involved.*

Task (DCS-120): Continue On-going Services?

Task Owner: Family Service Worker

DCS BUSINESS PROCESS

Process Description

Prepared by: DCS Office of Information Systems



Participants: Family Service Worker, Child and Family, CFT Members

Inputs: CFT convened to determine whether on-going services need to continue.

Performance Metric:

Performance Steps:

1. CFT reviews and discusses the progress of the family towards permanency and a determination is made if risk has been reduced sufficiently to terminate on-going services and intervention by DCS.
-

Outputs/Deliverables:

1. Determination of continuing or terminating on-going services.
-
-

Task (DCS-130): Inform family of community resources

Task Owner: Family Service Worker,

Participants: Family Service Worker, Child and Family

Inputs: CFT has determined that sufficient progress towards permanency and risk reduction has been made such that on-going services and DCS Intervention are no longer necessary.

Performance Metric:

Performance Steps:

1. In the context of a CFTM, the CFT determines that services are no longer necessary.
 2. The family is informed of available resources in their community.
 3. The family's case is closed.
-

Outputs/Deliverables: Closed family case.

Task (DCS-140): Court Intake

Task Owner: Court Liaison

DCS BUSINESS PROCESS

Process Description

Prepared by: DCS Office of Information Systems



Task Owner: DCS Court Liaison, FCIP Assessment Worker

Participants: DCS Court Liaison, Youth Services Officer, FCIP Assessment Worker/Team Leader, DCS Legal, Child and Family.

Inputs: Child/youth is placed on probation with or in the custody of DCS.

Performance Steps:

1. **Custodial Commitment** - Court Liaison notifies county office and DCS Legal of new custodial child/youth.
 - a. Court Liaison would contact a Family Services Team Leader
 - b. Court Liaison or Family Services Team Lead notifies Placement Services Division of potential need for placement.
 - c. Family Services Worker is assigned to case.
 - d. Functional Assessment begins
 - e. Convenes CFTM according to policy timelines.
 - f. Service/Case Plan developed.
2. **Probation** – Court Liaison notifies county office and DCS Legal of new probation youth.
 - a. Court Liaison notifies Family Services Team Leader.
 - b. Family Service Worker Assigned.
 - c. Functional Assessment begins
 - d. Convenes CFTM according to policy timelines.
 - e. Service/Case Plan Developed
3. **Family Crisis Intervention**
 - a. Juvenile Court/YSO refers a family for Family Crisis Intervention Program to the DCS Court Liaison.
 - b. Court Liaison completes an Application for Services form, obtaining as much comprehensive information as possible on the form.
 - c. Court Liaison will forward the application form to the FCIP/Assessment Team Leader in the county/region.
 - d. FCIP/Assessment Team Leader will review the application and determine whether the family meets criteria for the Family Crisis Intervention Program.
 - e. If the Team Leader determines the family does not meet criteria, the application will be declined and team leader must provide justification/reasons as to the denial of service; inform the family of community resource or complete a referral to Central Intake as appropriate.
 - f. If the Team Leader determines that the family does meet criteria for Family Crisis Intervention Program, an assignment to a worker is made. (This may be the Court Liaison or a FCIP/Assessment Worker in the appropriate county.)
 - g. The assigning Team Leader will direct the assigned worker regarding the time frame, type and location required for the initial contact with the juvenile and family.
 - h. During initial contact, worker will defuse the immediate crisis and provide suggestions/resources to help stabilize the functioning of the family.

DCS BUSINESS PROCESS

Process Description

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- i. After the initial contact with juvenile and family, and within 5 days of the receipt of the application, the assigned worker will proceed to staff the case with the team leader to determine whether further intervention, or short-term services, is warranted or whether the case can be closed.
- j. CFTM is convened to decide whether short-term services will continue or whether case can be closed. If short-term services are warranted and Court Liaison is still working with the family, a hand off to a MRS Assessment Worker will occur at this CFTM.
- k. At any time during this intervention the assigned FCIP Assessment Worker suspects abuse or neglect may be present; the worker will make a referral through Central Intake. If the referral is accepted and assigned to an investigation, the case will be assigned to a CPS Investigator. The Team Leader will decide if the Family Crisis Intervention services should be terminated or if the FCIP Assessment Worker will assist the CPS Investigator and continue to provide services.
- l. If it becomes apparent that the juvenile-family crisis continues to exist despite efforts of the Family Crisis Intervention Program, the assigned FCIP Assessment must certify to the juvenile court that resolution of the crisis is not feasible without further intervention by the court; complete the Juvenile/Family Certification to the Juvenile Court Form.

Outputs/Deliverables:

- Case received from court and assigned to FCIP/Assessment Worker
 - Assigned to CPS Investigator if appropriate
-

Task (DCS 150): ICPC/ICJ

Task Owner: Interstate Compact Administrator/Family Service Worker

Participants: Interstate Compact Administrator, Family Service Worker, Sending Agency staff, Child, Family

Inputs: DCS Interstate Compact Office receives request from another state to place child in TN and have TN supervise the placement for a specific period of time.

Performance Steps:

1. Refer to ICPC and ICJ Incoming/Receiving process maps and descriptions for specific tasks and activities related to these services.
-

Outputs/Deliverables:

- Out-of State child placed in and supervised by TN
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DCS BUSINESS PROCESS

Process Description

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